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2003
INSCOM STRATEGIC
PLAN
(FY 2003 – 2008)

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INSCOM...The Army's Operational Intelligence Force

FROM THE COMMANDER

This year INSCOM celebrates its twenty fifth anniversary. We can look back with pride on a quarter of a century of outstanding service to our Army and our Nation. The soldiers and civilians of INSCOM have played a pivotal role in the successful resolution of each our Nation's conflicts. From our beginning at the height of the Cold War, to present day as we support a wide range of diverse and challenging operations, our focus has always been to deliver timely, accurate, and decisive intelligence to our customers. We move to the future, committed to our intelligence mission and focused on bridging the intelligence gap from national decision makers down to Army commanders at every echelon.

As we move forward however, it is with the sober realization that the world is a much more dangerous place, our challenges are far more complex, and our adversaries are far more elusive than any INSCOM has ever faced. The diffusion of power following the end of the Cold War; the ever present terrorist threat to US personnel and facilities; and the increasing use of powerful, commercially available communications and automation equipment by our adversaries, are 21st Century challenges that will demand the very best from INSCOM. Critical to our future success will be our ability to identify and exploit leading edge technology. The measurement of our success in this endeavor will be our ability to take and maintain a significant technological lead over any potential adversary.

Although the tasks before us are daunting, I have every confidence in our ability to succeed. My confidence is rooted in the demonstrated professionalism of the INSCOM workforce, which continues to be the strength of this command. Empowered with state-of-the-art technology and the best training available, and deeply committed to the values that make our Army great, I am convinced that our workforce will take INSCOM to a new level of excellence, befitting a proud and professional command.

The INSCOM Strategic Plan clearly charts our course into the future and will focus the efforts of the entire command on this tremendous undertaking. This is not a course that we can travel alone, and therefore we must continue our efforts to foster and strengthen our partnerships with all members of the intelligence community. As a powerful member of this community, and with our focus on the Army Service Component Commander, I am confident that we will continue to serve our Army and our Nation with pride.

KEITH B ALEXANDER
Major General, USA
Commanding

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I. VALUES:

VALUES ARE AT THE CORE OF EVERYTHING THAT INSCOM IS AND DOES. AS WE MOVE INTO THE 21ST CENTURY, INSCOM MUST CONTINUE TO BE MORE THAN AN ORGANIZATION; IT MUST BE A GROUP OF PROFESSIONALLY MOTIVATED SOLDIERS AND CIVILIANS DRIVEN BY BOTH ARMY AND INSCOM VALUES

WE BELIEVE THE
FOLLOWING VALUES ARE
ESSENTIAL TO OUR SUCCESS

ARMY VALUES
- LOYALTY, DUTY, RESPECT, SELFLESS SERVICE, HONOR, INTEGRITY, PERSONAL COURAGE

LEADERSHIP

TEAMWORK

CARING
- FOR CUSTOMERS
- FOR EMPLOYEES
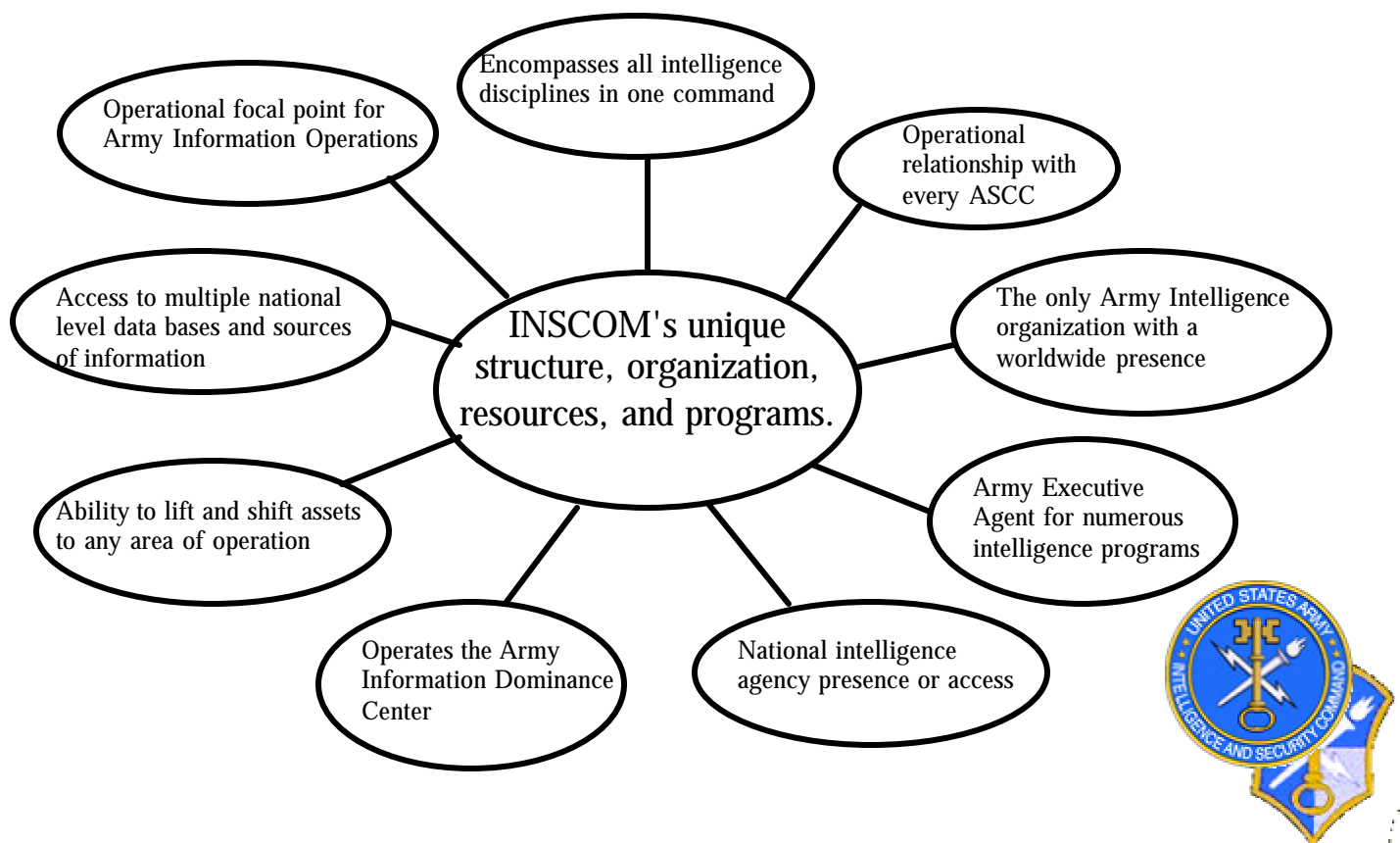- FOR FAMILIES

STEWARDSHIP

EMPOWERMENT

II. MISSION:

> **TO SYNCHRONIZE EFFORTS OF ALL INSCOM ELEMENTS AND OPERATIONS TO PROVIDE MULTI-DISCIPLINE INTELLIGENCE, SECURITY, FORCE PROTECTION, AND INFORMATION OPERATIONS IN SUPPORT OF THEATER COMPONENT WARFIGHTERS, THE INTELLIGENCE COMMUNITY, AND OTHER NATIONAL-LEVEL AGENCIES AND DECISION MAKERS.**

INSCOM'S Core Competency in the prosecution of its intelligence mission, is its ability to achieve and maximize "Operational Synchronization". Operational synchronization is the capability of the command to coordinate and focus, in real time, all subordinate units, special programs, equipment and resources, data bases, technology, and personnel on its core mission.

INSCOM is the Army's Operational Intelligence Force and is unique among all of DOD's intelligence structure. It is the hub which brings together intelligence operations, every collection discipline, ground intelligence production, and intelligence special mission units – all under a single commander. INSCOM provides critical Information Operations capabilities that are inextricably linked to intelligence functions. INSCOM's unique structure, position within the intelligence community, and global presence, combined with a dynamic workforce and cutting edge technology, create a collaborative environment that harnesses the intelligence resources of national intelligence organizations and civil agencies.   The result is fused, actionable intelligence for national decision makers and commanders at all levels. The operational synchronization of INSCOM's intelligence forces produces real time, tailored intelligence for Army Operations and the Army Service Component Commanders.

III. VISION:

EMPOWER OUR PEOPLE TO BE THE DOMINANT INTELLIGENCE AND INFORMATION OPERATIONS FORCE, PROVIDING INNOVATIVE SOLUTIONS THAT MEET EXPANDING INTELLIGENCE CHALLENGES TO PROVIDE THE RIGHT INFORMATION TO THE ARMY, AT THE RIGHT PLACE AND TIME. INSCOM MUST REMAIN TECHNOLOGICALLY ADVANCED AND INNOVATIVE TO MANAGE THE DYNAMICALLY CHANGING THREAT.

- *Evolving to meet the changing threat.*

- *Focused on the Army's intelligence needs.*

- *Agile and flexible to meet 21st Century challenges.*

- *Adhering to the values that make our Army great.*

- *Leveraging the power of leading edge technology.*

FUNCTIONAL DISCIPLINE VISIONS

Achieving INSCOM's strategic vision will require a dedicated and focused effort by each of our functional disciplines. Each functional element will pursue a strategic vision that collectively supports the Command's strategic vision as stated above. The strategic visions for Counterintelligence/Human Intelligence (CI/HUMINT), Open Source Intelligence (OSINT), , Signals Intelligence (SIGINT), Imagery Intelligence (IMINT), Information Operations (IO), Measurement and Signatures Intelligence (MASINT), Airborne Collection, Production and Dissemination, and Reserve Affairs are as follows:

I. COUNTERINTELLIGENCE/HUMAN INTELLIGENCE (CI/HUMINT) STRATEGIC VISION

> **The INSCOM Counterintelligence and HUMINT missions will remain diverse: supporting Warfighter requirements and force protection, countering espionage, and protecting both critical technology and our defense information infrastructure. We will adjust our structure, CONOPS, and relationships with DoD and non-DoD agencies to meet these dynamic challenges.**

1. Support to Warfighters and force protection will remain the highest priority. First priority remains the protection of our soldiers and facilities at home and abroad. Second, we will review and adjust our CONOPS for protecting America's technologies. Concurrent with both of these will be the protection of our defense information infrastructure.

2. CI and HUMINT elements will be deployed into complex War and Military Operations Other Than War (MOOTW) environments to support the National Military Strategy. CI and HUMINT forces will encounter a multitude of asymmetrical and asynchronous threats including: friendly and adversary intelligence collection; threats to our technological advantage; targeting attacks from insurgents, terrorists and drug traffickers; information warfare attacks from adversarial forces and nations; and direct, armed conflict with conventional military forces; Weapons of Mass Destruction (WMD) Proliferation. Encountering these threats during any type of engagement is possible.

3. Technical procedures and agencies will be increasingly applied to non-traditional uses and leveraged to get maximum results from existing resources for the production of more timely, higher quality intelligence information in response to the requirements of Warfighters and national decision makers. Authority to conduct complex, non-traditional CI/HUMINT operations in the information age will be sought. Intelligence oversight and legal issues pertaining to these intelligence operations will be reviewed and reinforced, as required.

4. Support to the Warfighter will improve with the implementation of the Defense Counterintelligence Information System. This system will provide commanders a near-real-time, shared situational awareness of the battlefield. The materiel requirements identified through the Advanced Concepts Technology Development process will be fielded, providing the Warfighter an automated voice translation capability. The Warfighter and national agencies will gain increased connectivity and more timely reporting through continued enhancement of automated tool sets.

5. INSCOM will provide commanders greater force protection, security, and information superiority through use of innovative CI/HUMINT techniques, equipment, and capabilities designed for the information age. The use of information age capabilities will not replace or decrease the use of traditional CI/HUMINT activities. Such traditional activities as OFCO, SAP support, TAREX, TSCM, Polygraphy, or executive agency of the Army Case Control Office serve to support other counterintelligence activities, both traditional and innovative.

II. OPEN SOURCE INTELLIGENCE (OSINT) STRATEGIC VISION

> **INSCOM will aggressively exploit the Global Information Environment (GIE) to provide all relevant, accurate, and timely open source information to Army decision makers, commanders at all levels, and force developers as standalone documents or fused into all-source products anywhere, anytime. Promote OSINT integration into all disciplines and functions. INSCOM will pursue the establishment of a G3 OSINT Coordinating Team that will manage and oversee cross-command Open Source efforts and better leverage Intelligence Community OSINT resources and capabilities.**

The G3 OSINT Coordinating Team will:

a. Focus on developing "Roadmaps" of Army open source information (OSI) requirements that are matched to the most reliable open source products, non-government experts, and incorporate information industry expertise and business practices.

b. Partner with the Intelligence Community to develop policies and operating procedures that ensure timely availability to analysts, decision makers, and Warfighters of essential geographic, demographic, military, and political information – expeditionary facts – about contingency countries.

c. Establish an effective "open source reach back" capability to handle timely acquisition, processing, and dissemination of critical open source information to commanders via a virtual INSCOM OSINT Support Team.

d. Establish and formalize operating procedures and memorandums of understanding to utilize the Reserve Component in focused "data mining" of the public Internet and related sources in support of S&T, GMI, and force developer information requirements.

e. Identify and/or establish an in-house element to monitor and adapt new commercial technology, integrate Government Off the Shelf and Commercial Off the Shelf (GOTS/COTS) products to handle the accelerating volume of open source information, and provide technology tracking to support collection discipline operations and future capability enhancements.

f. Partner with the Intelligence Community to monitor Internet growth and technology evolution to support INSCOM current awareness of the Global Information Environment.

III. SIGNALS INTELLIGENCE (SIGINT) STRATEGIC VISION

> **In coordination with the Unified Cryptologic Architecture and NSA's National Cryptologic Strategy 21, INSCOM has articulated a cryptologic vector for change necessary to support the Army's Transformation Campaign Plan and the Army Intelligence Transformation Campaign Plan. Through this cryptologic vector, INSCOM continues to respond to the Army's SIGINT Vision of *a systems of systems organized from mud to space, echelon independent, national, joint, and coalition interoperable, providing knowledge at the point of decision.* SIGINT within INSCOM remains focused to respond to technological changes emerging quickly on the Global Information Grid and to the unique intelligence requirements generated by the aggressive conduct of information operations. Continuing close coordination with NSA and USAIC is critical to realization of this vision.**

1. The INSCOM Cryptologic Vector is built on five major thrusts:

    a. Responsive to Land Component Commanders at all Levels: National and Army transformation places greater burdens on the Army SIGINT system to provide a tailored force, capable of split-based and on-the-move operations. INSCOM SIGINT forces will be trained and ready to support the requirements of the Land Component Commander regardless of echelon. They will be in the right mix and the right numbers and will be drawn from both active and reserve component forces.

    b. Integrated SIGINT Architecture from Mud to Space. INSCOM recognizes that SIGINT will require an integrated and interoperable system of systems encompassing collection platforms from overhead, airborne, maritime, fixed and mobile ground-based. In order to support the Commander, Army SIGINT must be a fully integrated partner in the Unified Cryptologic System. INSCOM SIGINT units will operate as an integral part of the Army's intelligence, surveillance, and reconnaissance operations from strategic to tactical levels as well as in National, Joint, Theater, Coalition, and Alliance environments. Intelligence supporting Warfighter requirements will be generated from the collective resources of all SIGINT activities and systems, regardless of command level or service affiliation. We will provide technical and operational expertise to USAIC to ensure a seamless SIGINT Architecture is achieved.

    c. Feed the All-Source Picture: INSCOM will follow the doctrine that the "best intelligence" is generally an all-source picture, where each intelligence discipline helps verify the battlespace picture, through cross-cueing. Army commanders require the best intelligence available from all the intelligence disciplines to ensure battlefield visualization and information dominance. The critical aspect of Army SIGINT is the virtual process in which the "who

collects it" and "who processes the data" are secondary to the focus on ensuring that "the knowledge is available to all" in a web based environment. INSCOM will ensure that Army SIGINT products become more integrated into national and DoD processes for production of all-source intelligence at a security level that supports mission requirements and available dissemination systems.

  d. Flexibility to operate in the Future Global Signals Environment. INSCOM's ability to operate in the future signals environment will rely on well-trained, technically skilled soldiers and civilians, conducting collection, analysis, data management, and dissemination. Providing superior intelligence to the Warfighter will largely depend on our ability to provide tailored personnel/equipment and technical support of deploying intelligence forces. We will have the capability to survey and catalog the adversary's signal environment, determine the right mix of new and legacy technologies in use, and thereby improve critical tailoring decisions. Where necessary, we will leverage national capabilities and systems to support Army, Joint, Combined and Coalition operations. Army and INSCOM SIGINT operations will be supported by an increasingly advanced set of tools, including automated intelligence collection systems, advanced computing and artificial intelligence enhancements of collection management, analysis, processing, automatic target recognition, and distributed on-line databases.

  e. Support to Information Operations. A well-developed information operations (IO) strategy has become an integral part of the Warfighter's operations order (OPORD). This strategy will be key in managing information and information systems inherent to knowledge-based and/or asymmetric warfare. In support of the Warfighter's IO strategy and execution, INSCOM SIGINT will provide key information about enemy information systems, IO capabilities and intentions, and social fabric issues impacting our commanders' IO campaign.

2. The INSCOM Commander serves as the principal Army SIGINT advisor to the DIRNSA/CHCSS. As the Army's senior cryptologic officer, the Commander provides SIGINT technical advice and assistance to Major Army Commands and serves as the technical interface between U. S. Army, U.S. Army Reserve and U.S. Army National Guard units and the NSA/CSS on SIGINT and SIGINT related matters. INSCOM will remain a partner and customer in the larger Unified Cryptologic System that includes access and collection, exploitation and processing, and dissemination nodes that complement and extend the range and capabilities of Army and INSCOM systems. INSCOM's efforts will ensure integrated SIGINT capabilities are focused on and support the Warfighters' all-source intelligence requirements.

3. INSCOM's SIGINT Transformation must be fully synchronized with Army Transformation, Army Intelligence Transformation, and the Unified Cryptologic System Transformation. Soldier training; SIGINT doctrine and SIGINT system development and fielding must be fully synchronized with technology trends and the over-arching Army Transformation Process. As a partner in the UCS, and in response to the significant changes within the Army, other Services and at the National SIGINT level, INSCOM's SIGINT Vision continues to be refined to meet the missions of the transformed SIGINT Community.

IV. IMAGERY INTELLIGENCE (IMINT) STRATEGIC VISION

By partnering with NIMA and USAIC & FH, and incorporating Geospatial Information, INSCOM will implement new technology, concepts, and partnerships for the production of the highest quality and most timely imagery intelligence to satisfy the requirements of Warfighters and national decision-makers.

1. INSCOM's Imagery and Geospatial Information (IGI) resources will be used to assist in training, equipping, preparing, and deploying Army forces. IGI products will play an increasingly significant role in the operational decision making of Warfighters and decision makers.

2. Over the next five years, IGI support to Warfighter and decision maker information requirements will become more timely and delivered more frequently as a multi-source product. This will be driven by improvements in collaboration by virtually linking customers with an online network of imagery, geo-spatial and multi-discipline experts in order to leverage all available analytic capabilities in meeting user requirements.

3. Imagery assets will be able to focus more closely on Warfighter requirements due to increased availability and reliability of Command and National Imagery Libraries and more clearly articulated DOD IGI policies, doctrine and organizations. These improvements in the IGI architecture will streamline the tasking, collection, processing , and dissemination process.

4. Significant efficiencies will be realized as new scientific advances are integrated into IGI collection, processing, and dissemination systems. Larger volumes of data will be transmitted, manipulated, and stored to facilitate quicker change comparisons, larger archives, and more rapid on-line queries and analysis.

5. Despite use of a variety of Advanced Target Recognition (ATR) techniques, analytic confirmations, decisions, and multi-source integration will continue to be driven by highly skilled analysts. Through a full partnership with NIMA, INSCOM will carefully focus the Army's IGI resources to maintain a fully trained and efficiently equipped world class soldier and civilian imagery analyst workforce.

6. INSCOM Imagery and Geospatial Information support to Warfighters and decision makers will provide significantly improved intelligence support to all echelons. Customer's Imagery and Geospatial Information needs will be met by leveraging advanced technology and providing a highly trained INSCOM IGI force.

V. INFORMATION OPERATIONS (IO) STRATEGIC VISION

> **Through its Information Operations (IO) initiatives, INSCOM will play a significant role in enabling Warfighters, Army and Joint, to achieve Information Superiority over future adversaries and potential threats. Superiority will be achieved through integration and synchronization of INSCOM's worldwide collection, analysis, and dissemination operations supporting full-spectrum IO; as well as the execution of high-priority Offensive and Defensive IO to meet the needs of the Warfighting Commanders.**

1. INSCOM will play a significant role in supporting and conducting information operations for Army and Joint Force Commanders (JFC). The INSCOM effort for the full integration and synchronization of IO will build on the following initiatives:

   a. Army-wide IO will be focused through the Land Information Warfare Activity (LIWA). INSCOM's LIWA is the Army's premier IO organization. The LIWA provides the supported Commander with battle-focused IO planning and proven IO operational expertise. The INSCOM Information Dominance Center (IDC), manned by personnel from HQ INSCOM, LIWA, other INSCOM subordinate commands, DoD and other US Government Agencies will become the focal point for integrating IO into the Army and into the Joint Force. The IDC will centralize, integrate, and synchronize the full range of INSCOM capabilities with the other services, national agencies, and non-governmental organizations to gain and maintain information superiority for the Army and JFC. It will support Warfighters in planning, synchronizing, and executing IO. Lastly, the IDC will enhance force protection operations through a proactive defense.

   b. The Army's capability to conduct Offensive Information Operations will mature significantly. INSCOM will stay on the cutting edge of information technology to constantly upgrade its existing Computer Network Attack (CNA) and Special Purpose Electronic Attack(SPEA) systems; while also developing a robust array of follow-on CNA and SPEA weapons that can attack an adversary's key information/communications network, nodes and links. INSCOM continues the research, development, and acquisition of CNA and SPEA capabilities and systems that will be used to support the Warfighter in the execution of his IO campaign plan. INSCOM will develop and deliver exacting specifications to acquisition and program/product managers for procuring and building systems that meet operational IO mission requirements.

   c. With continued support from the US Army Intelligence Center and School Ft. Huachuca (USAIC&FH), INSCOM will develop Strategic and Operational Intelligence Doctrine to support Information Operations. The doctrine for intelligence operations to support IO will continue to evolve. INSCOM must develop and refine this critical how-to-do piece; and periodically review and update it to ensure its applicability to an ever-changing environment. INSCOM will synchronize its doctrinal writing with TRADOC, CAC, and USAIC&FH.

d. INSCOM will refine and implement the combat development process for CNA and SPEA weapons. As the Army's combat developer for CNA and SPEA, INSCOM has the lead in the evolution of requirements and concepts for both areas. Proper implementation of the combat development process will enable INSCOM to harness current technology into rapidly developing CNA and SPEA systems. This will not be a singular effort; INSCOM will enhance its relationships with CECOM, TRADOC, USAIC&FH, and the national technology centers and laboratories.

2. INSCOM will be a major contributor to the success of the Warfighters' IO campaign through its ability to support both offensive and defensive information operations with capabilities that will have kept pace with rapidly changing information age technologies. INSCOM's inextricable partnership and association with key agencies within the national intelligence community allow INSCOM to harness their collective analytical prowess and expertise to meet and solve IO requirements. The flexibility and adaptability of INSCOM organizations and personnel make it ideally suited to lead significant information operations efforts for the Army. INSCOM's initiatives will serve the Army well into the 21st Century, and provide a stepping-stone to meet future IO challenges.

VI. MEASUREMENT AND SIGNATURES INTELLIGENCE (MASINT) STRATEGIC VISION

> **By 2005, Army MASINT will be conducted at the operational and strategic echelons. New organizations and new collection systems will yield quantum improvements in the timeliness, reliability and detail of MASINT support to Warfighter intelligence requirements, including critical battlefield support during hostile operations.**

1. INSCOM elements will be embedded in select national strategic site locations. This will facilitate and expand Army capability to rapidly access and process MASINT raw data into top quality intelligence products.

2. MASINT data analysts and national (strategic) collection teams will be placed within the National Ground Intelligence Center (NGIC) and will produce MASINT for the Scientific & Technical Intelligence (S&TI) and General Military Intelligence (GMI) missions.

3. Five INSCOM MSC MASINT Analysis teams supporting forward deployed theater Warfighter customers across the globe, will expand and refine existing capabilities through enhanced technology, equipment and increased communications capacity. Army MASINT global success will be built on the growing pool of active and reserve component personnel and DAC expertise.

4. MASINT systems development will be focused on the newest technologies that promise the greatest full spectrum coverage and operational flexibility. Modernization efforts will fund proof-of-principle systems and buy Commercial Off The Shelf (COTS) equipment to increase utility of existing and programmed DOD. Selection of sensors, systems, and capabilities will be driven by their ability to respond to Warfighter and decision maker intelligence requirements for target identification, information superiority, and battlefield damage assessment.

5. INSCOM will play a pivotal role in the development and fielding of MASINT systems, sensors, and capabilities. INSCOM will bring a valuable tool to the Warfighter's arsenal, enabling him to gain and maintain information dominance in any conflict.

VII. AIRBORNE COLLECTION STRATEGIC VISION

> **INSCOM's aviation assets remain a major contributor to the success of all functional intelligence disciplines. The variance of operations within multiple theaters of operations will increase the need for Special Electronic Mission Aircraft (SEMA) frequency, range, and endurance capabilities.**

1. Our potential operational environments define the need for rapidly deployable, responsive, focused Intelligence and Electronic Warfare (IEW) efforts in support of multiple, concurrent objective force operations at dispersed locations. Within INSCOM's strategic timeline, newly emerging missions regarding Homeland Security and Special Operations holds additional implications for fixed wing manned and unmanned SEMA assets.

2. Fixed wing SEMA will remain integral to the success of the Warfighter in terms of rapidly deployable early entry systems providing timely, accurate, actionable intelligence. No operational or tactical decision should be made by commanders without first fusing the intelligence products provided by airborne ISR collection capabilities. The ability to visualize the battlespace in the third dimension both visually and electronically will significantly enhance situational awareness throughout the strategic, operational, and tactical levels of war. Seamless integration of ground and airborne sensors will create the "system of systems" whereby modular employment and enhancements instantly become force multipliers.

3. INSCOM will continue to develop and modernize its fleet of legacy SEMA aircraft – Airborne Reconnaissance Low (ARL) and Guardrail (GR). Two additional ARLs are programmed for fielding in the near-term. Both the ARL and Guardrail fleets will undergo Aircraft Survivability Equipment (ASE) upgrades to protect them from the emerging air defense threats.

4. Modernized sensor payloads will be integrated into these aircraft in order to keep pace with the latest technological advances of potential threat forces. These systems will continue to evolve and bridge the gap to Aerial Common Sensor (ACS) and medium-to-high altitude and

endurance Unmanned Aerial Vehicles (UAV). Future systems will provide significant adaptability, interoperability, lethality, reach-back capability, autonomy and sustainment, and split basing capabilities.

5. Modernized aircraft and technologically relevant airborne sensors will allow INSCOM to play even greater roles in exploitation of the electromagnetic spectrum and to support Early Entry, SOF, Foreign Internal Defense, Indications and Warnings, Counter Insurgency, Counter Terrorism, Counter Narcotics and Search and Rescue operations.

VIII. PRODUCTION AND DISSEMINATION STRATEGIC VISION

> **INSCOM will provide timely and relevant intelligence information to the Warfighter and decision makers at the right time and in the right medium. INSCOM's customers will realize a dramatically improved ability to submit intelligence Production Requirements (PR's) and receive actionable intelligence that is both timely and accurate.**

The Intelligence Production Office (IPO) executes DoD policy and procedures under the DoD Intelligence Production Program (DoDIPP) by completing, registering, assigning, and managing the production requirements for intelligence originated by Army Title X Customers. The IPO is the single production management office responsible for ensuring that Army customers obtain intelligence from national agencies, designated production centers and Joint Intelligence Centers of the Unified Commands. As the lead agent for INSCOM the IPO will:

   a. Increase the accuracy and timeliness of support to the Warfighters by adapting new tools and technology, to include, portal technology, collaborative tools, video-teleconferencing, multimedia, and commercial data access technologies.

   b. Reduce the administrative burden of the Warfighter by leveraging new technology to provide the Warfighters with the capability to register requirements online and have data pushed to their organizations in an automated format.

   c. Expedite the production and dissemination process by focusing on delivering a user-friendly, web-based approach to researching data by Intelligence Functional Codes, Intelligence Disciplines, and Theater Area of Operations.

   d. Provide a Customer Support Program that will ensure linkage between the Army Validation Officer (VO), the Dissemination Program Manager (DPM) and the customer at all levels. Linkage will ensure customers receive onsite and online support through multiple networks (JWICS, SIPRNET, AKO, and OSIS).

IX. RESERVE AFFAIRS STRATEGIC VISION

> **The vital partnership established and maintained between Reserve Component Military Intelligence (RC MI) and INSCOM will continue to expand and mature well into the future. We will increase our use of RC skills and personnel, focus on final resolution of TIG/TIB structure and transition selected INSCOM units into Multiple Component (Multi-Compo) Units.**

1. INSCOM units will significantly expand opportunities for Reserve Component units and soldiers to train and operate as integral assets during peacetime and crisis/contingency operations.

2. INSCOM will provide Reserve Component capabilities to support Warfighter requirements in the all-source and single discipline intelligence process.

3. INSCOM will prepare and train Reserve Component units and soldiers such that their inclusion will be transparent and seamless to the Warfighter.

4. INSCOM will rely increasingly on Reserve Component soldiers as an integral part of all collection, processing, and dissemination operations conducted throughout the command. Inclusion of skilled and motivated Reserve Component units and soldiers into the INSCOM inventory will ensure that robust, fully manned intelligence units are brought to bear on the Warfighter's intelligence requirements, when and where needed.

IV. STRATEGIC GOALS AND OBJECTIVES:

The command has identified six overarching goals with supporting objectives that will guide all INSCOM activities over the period covered by the Strategic Plan. These goals and objectives are:

STRATEGIC GOAL #1

PROVIDE ACTIONABLE INTELLIGENCE TO THE ARMY OPERATIONS CENTER AND THE ARMY SERVICE COMPONENT COMMANDERS.

Leveraging multi-discipline intelligence operations to provide timely, decisive information to the right customer, at the right time.

STRATEGIC OBJECTIVES:

1.1   Evolve the Intelligence Dominance Center (IDC) CONOPs and architecture worldwide in concert with Army leadership.
1.2   Develop doctrine and tactics, techniques, and procedures (TTP) for identifying, processing, and disseminating actionable intelligence.
1.3   Demonstrate INSCOM capabilities to the Army Leadership and the Intelligence Community.

"INSCOM - providing innovative solutions to 21st Century challenges."

STRATEGIC GOAL #2

ENSURE INSCOM'S VISION, MISSION, AND EAC CONCEPT OF INTELLIGENCE AND INFORMATION OPERATIONS ARE EMBEDDED INTO ARMY AND JOINT DOCTRINE.

Working with Army and DoD leadership to transform intelligence and information operations concepts to meet the changing threat.

STRATEGIC OBJECTIVES:

2.1   Secure acceptance by Senior Leaders of Army, DoD, and the Intelligence Community.

2.2   Implement transformation concept into CONOP concurrently with Senior Leadership acceptance

2.3   Identify relevant policies, and propose changes/additions within six months of implementation.

2.4   Develop and implement plans to advance INSCOM's vision, mission, and capabilities NLT FY02.

2.5   Continuously revalidate, refine, and review intelligence and Information Operations requirements.

"INSCOM - boldly leading into the future; steadfast in our vision, confident in our abilities."

STRATEGIC GOAL #3

IDENTIFY AND ESTABLISH RELATIONSHIPS AND AGREEMENTS WITH DOD, THE INTELLIGENCE COMMUNITY, AND INTER-AGENCIES TO ADVANCE INSCOM AND ARMY VISION AND MISSION.

Partnering with all members of the intelligence community to advance concepts that support collection and dissemination; security; force protection; and information operations.

STRATEGIC OBJECTIVES:

3.1 Identify strategic partners by MSC, staff element, and discipline.
3.2 Define roles, responsibilities, and relationships, and review annually.
3.3 De-conflict and synchronize INSCOM operations with Joint, Combined, and National Level Intelligence Agencies and Organizations.
3.4 Formalize agreements as appropriate, and review biennially.
3.5 Implement a strategy to advance INSCOM's vision and mission NLT FY02.

"INSCOM - a vital partner in the national, strategic, and tactical intelligence community, focused on providing intelligence support to the Army Leadership and the Army Service Component Commanders."

STRATEGIC GOAL #4

IDENTIFY, EXPLOIT, AND SUSTAIN LEADING EDGE TECHNOLOGY.

Leveraging technology to provide innovative solutions to the Army's intelligence challenges - achieving and maintaining a technological lead over America's adversaries.

STRATEGIC OBJECTIVES:

4.1   Establish and empower a coordinating office/technology board as the focal point for all future technological support requirements.
4.2   Actively participate in the Combat Development process.
4.3   Interface with industry, academia, and science and technology centers to leverage emerging technology.
4.4   Develop tactics, techniques, and procedures for identifying, exploiting, and sustaining leading edge technology.

"INSCOM - exploiting the power of leading edge technology to provide information superiority to the Warfighter."

STRATEGIC GOAL #5

RECRUIT, TRAIN, AND RETAIN A HIGH PERFORMANCE, EMPOWERED WORKFORCE.

Maintaining a dedicated and professional workforce of military, civilian, and contractor personnel assigned at 180 locations around the world, delivering multi-disciplined intelligence support to Army, Joint, and Combined Commanders at the tactical, operational, and national levels.

STRATEGIC OBJECTIVES:

5.1   Attract and retain high performance personnel.
5.2   Establish developmental programs to sustain a quality workforce, and promote quality of life and the wellness of the command.
5.3   Meet personnel retention quotas.
5.4   Ensure equity and fairness in the recognition and promotion of excellence.
5.5   Identify and reduce roadblocks and impediments to recruiting and retaining required personnel.

"INSCOM - dedicated soldiers, civilians, and their families, excelling at what their country has entrusted them to do."

STRATEGIC GOAL #6

RESOURCE AND ORGANIZE THE COMMAND TO PROVIDE REAL TIME INTELLIGENCE, SECURITY, FORCE PROTECTION, AND INFORMATION OPERATIONS SUPPORT TO THE ARMY OPERATIONS CENTER AND ARMY SERVICE COMPONENT COMMANDERS.

Optimizing force structure, maintaining quality facilities, and providing state-of-the-art IT infrastructure. INSCOM will partner with USAIC&FH and national agencies to field robust systems manned by talented, highly trained intelligence personnel.

STRATEGIC OBJECTIVES:

6.1 Continually assess adequacy of command resources and structure to meet requirements.

6.2 Realign command resources to enable a knowledge-based, prediction-oriented intelligence process responding to commander driven requirements.

6.3 Identify and leverage potential external sources of resourcing (funding and personnel).

6.4 Provide quality facilities and state-of-the-art Information Technology infrastructure to sustain INSCOM's people, equipment, organization, and mission.

"INSCOM - empowering its workforce with the tools, technology, and resources needed to deliver information superiority to America's Warfighters - Today and into the 21st Century."

This is an approved, pre-publication edition of the
of the 2002 INSCOM Strategic Plan (FY2003 - 2008).
Final published copy will be automatically distributed
in multiple copies to all MSC's and staff offices.

Commanding General
U.S. Army Intelligence and Security Command
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